

機構管治及效能

Corporate Governance and Efficiency

本會一貫以誠信及優良的管理方法運作，致力實踐既定的目標。

審核委員會與財務及投資委員會

為實踐良好的機構管治，本會已在董事局下設有不同的委員會，分別負責監管各個範疇的工作。其中審核委員會已成立十年，專門監察機構管治及為會務提供意見。審核委員會、聯同財務及投資委員會，負責監理本會經費的運用及管理；主要開支包括非經常性及經常性，均由董事局與財務及投資委員會批准。

外部審計

除本會的內部監控及監察制度外，社會福利署亦會定期進行財務審核（每二至三年一次）及服務單位的服務質素標準年度檢討。此外，扶康會每年均會聘請外間核數師為會方審核帳目。上述機制確保扶康會運作良好，依法守規，並維持優良的管理模式。

2011年審計署為本會的帳目及服務進行審查，經過六個月的詳細審核，審計署對本會的服務和運作均表滿意。此外，審計報告在點出本會多項優良表現之餘，亦提出加強管治的建議。過去一年，我們基於這些建議，因應個別範疇例如會籍、中央行政成本的計算方法及工作安全作出檢討，並已推行相關改善措施。

工作安全

目標：零意外

本會成立安全工作小組，由總安全主任及不同專業負責領導，研究減少工作意外的策略，並主要集中四個重點：

1. 檢討及制訂意外預防的政策、機制、指引及程序。例如釐訂員工因工受傷之後復職的程序；環境保護及實行防止員工發生意外的操作安全程序；執行工作前的熱身運動；
2. 與培訓部門合作為所有員工提供適當的安全訓練；
3. 探訪服務單位，識別服務單位的安全風險及威脅；
4. 推行措施或獎勵制度，例如舉辦安全問答比賽及零意外獎勵計劃，提升員工安全意識，減少意外發生。

過去一年，本會各服務單位均積極參與推動工作安全。



▲ 安全問答比賽

資訊科技的改善

為加強營運效益及持續改善服務，本會的資訊科技部在過去一年致力發展不同的應用系統，增加成本效益，並推行各項資訊科技計劃。

1 增強個案管理系統

根據過往成功推行系統的經驗，以及配合服務單位電腦化運作，並特別針對服務使用者的醫療預約和診症、事故及醫療記錄管理幾方面，本會正積極發展第一期的個案管理系統增強版，並計劃於2012年第三季推出。

2 醫療津貼系統

為配合新的人力資源政策，人力資源部門於2011年5月引入新的醫療津貼系統。新系統運作順利，用家反應良好，對縮短申請及發還醫療津貼的時間感到滿意。

3 天水圍地區支援中心會員系統

天水圍地區支援中心會員系統為一嶄新的應用系統，目的是改善中心日常會員登記及數據分析的運作。新系統的籌備工作已經開展，並預計於2012年下旬正式推行。

4 中央採購系統

本會獲獎券基金贊助，發展業務改善計劃的其中一項——中央採購系統。新系統順利運作近一年，不僅提供方便易用的界面，同時照顧用家的需要和加強控制工作流程。

5 升級康復中心大樓網絡設施

為配合本會位於香港仔的康復中心的未來轉變、發展及應用經常佔用大量頻寬的系統，本會已開始提升網絡設施，包括擴大無線網絡的覆蓋範圍，並預計於2012年下旬完成。

未來一年，本會將繼續申請撥款，資助其他資訊科技計劃，包括財務管理系統及人力資源管理系統的升級版、意外管理系統等。上述計劃和發展均有助增強管理效率及服務質素。

設施管理

本會發展至今，已有超過50間服務單位，分佈於28座樓宇內。一直以來，服務單位的設施管理及維修工作，皆由服務單位經理兼任統籌。

鑑於本會在設施及物業管理方面的工作量及對職員的專業水平要求提升，會方在2011年8月增設設施管理主任一職，負責協助服務單位於進行大型維修時，在設計和選用物料方面提供意見，並統籌服務單位以中央處理方式的保養合約(例如：消防設備及保安系統等)。

同年，本會成立了「設施管理工作小組」，制訂設施管理方面的政策及分享有關知識。工作小組為了更有效協助及改善服務單位對於設施管理及維修項目的監管，已設計相關表格以供服務單位使用，並編撰《裝修及維修經驗實務手冊》，務求增強服務單位於日常維修及保養項目等知識及應用。

In pursuit of the stated objectives, the Society is operated with integrity and good management practices.

Audit Committee and Finance & Investment Committee

As good corporate governance, we have in place various committees under the Council to oversee different scopes of work of the Society. In particular, the Audit Committee has been set-up for 10 years to monitor the corporate governance and to provide advice in different aspects of the Society. The Audit Committee, together with the Finance and Investment Committee of the Council, oversee and monitor the use and management of the Society's funds. Major expenditure, either capital or recurrent, should be approved by the Finance and Investment Committee and the Council.

External Audit

Apart from the Society's internal control and monitoring systems, the Social Welfare Department (SWD) also conducts regular financial audits (about once in 2-3 years) and annual review on the Service Quality Standards of our service units. Moreover, all accounts of Fu Hong Society are audited by an external auditor annually. With the above mechanisms, Fu Hong Society's operations are conducted in a legal and proper manner and with good management practices.

The Society was audited by the Audit Commission in 2011. The Audit Commission was satisfied with our services and operations after a thorough study for half a year. It identified many good practices of our Society, though recommendations were also made on the enhancement of some aspects of the governance. Based on the recommendations, we had reviewed specific areas such as membership, calculation of "central administration costs" and work safety in the past one year. Improvement measures had been carried out.

Work safety

Goal: zero accident

A safety management working group, headed by the Chief Safety Officer and staff members of different disciplines, was formed to further work on strategies to reduce work accidents with focus on the following four areas:

1. Review and implement policies, mechanisms, guidelines and procedures for the prevention of accidents. Examples are procedures taken to prepare staff to resume duty after work injury, environmental protection and safe implementation of operation procedures to protect staff from different causes of accidents; execution of warm up exercise before work;
2. Work with Training Department to provide adequate safety training to all staff;
3. Conduct safety support visit to service units for identification of any safety risk or threat to the service units; and
4. Implement measures or reward systems like safety quiz and zero accident award scheme to increase staff safety awareness.

In the past one year, all service units have been demonstrating active involvement in measures to promote work safety.

Information Technology Improvement

To enhance operational effectiveness and efficiency of the Society and achieve continuous improvement in service, the Information Technology (IT) Department developed different cost effective application systems and implemented various IT projects in the past year.

1 Enhancement of Case Management System (CMS)

Capitalising on the successful system implementation experience, and gearing up for computerised operations of service units, especially with regard to service users' medical appointment and consultation, incident and medication record management, the enhancement phase I of CMS is in progress and details will be released by the third quarter of 2012.

2 Medical Allowance System

To facilitate the calculation of medical allowance under a new Human Resources policy, a new medical allowance system has been released for Human Resources Department since May 2011. This system performs smoothly and users' feedback is positive as the time for claiming the medical allowance is shortened.

3 Tin Shui Wai District Support Centre (TSWDSC) Membership System

TSWDSC Membership System is a new application targeted to strengthening the daily operation of membership registration and data analysis of TSWDSC. Its project implementation and deployment started and the target system roll-out will be in late 2012.

4 Bulk Purchase System

With the support of the Lotteries Fund from SWD, the Bulk Purchase System under the Business Improvement Project was carried out. The new system has been running smoothly for almost a year. It provides user-friendly interface, caters users' needs and enhances workflow control.

5 Upgrading Network Infrastructure in the Rehabilitation Centre Building

In order to accommodate change, growth and more bandwidth-intensive applications for future needs for the Rehabilitation Centre at Aberdeen, the project on upgrading its backbone network infrastructure including the coverage extension of Wi-Fi network has started and will be completed in late 2012.

For the coming year, the Society will apply funding for other IT projects which include upgrading the Financial Management System and the Human Resources Management System, developing an accident management system, etc. All these projects and development will help to enhance operational efficiency and service quality.



Facility Management

Since its establishment to the present day, our Society has more than 50 service units dispersed over 28 buildings. Among them, facility management and repair work have been coordinated by the service unit managers.

In view of the increase in workload for facility and property management as well as the demand on professional standards of staff, our Society has recruited a facility management officer in August 2011. The officer is responsible to render advice on design and materials used for service units in the case of major renovation work, and to coordinate and centralised service units' maintenance contracts (such as firefighting equipment and security system).

In the same year, our Society has also formed the Facility Management Working Group, responsible to formulate policies on facility management and sharing of relevant knowledge. In order to help improve the monitoring of facility management and repair work in the service units, a relevant form has been designed for use by service units, and a "Renovation and Repair Practical Guide" has been edited, so as to enhance service units' knowledge and applications of daily repair and maintenance items.